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Executive Registry

10 APR 1975

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Senior Executive Career Service
Panel

SUBJECT: FY 1975 Annual Personnel Plan

1. I have now completed my review of the Agency's FY 1975 Annual Personnel Plan. Copies of the Consolidated Reports and the Career Service Comparative Charts were previously sent to you. As a part of the analysis, charts have been prepared to reflect percentage comparisons in certain areas of personnel management interest. Copies of these charts are also being provided for your information and study. You may wish to analyze your Career Sub-Groups in the same fashion as an assist to identifying the strengths and weaknesses in these areas of interest.

2. The personnel management goals as stated in the FY 1975 APPs are generally acceptable. The projections for staff personnel on-duty strength for 30 June 1975 are within the staff personnel ceiling which had been established for that date. As reflected on the Comparative On-Duty Strength Statistics chart, the inclusion of all contract personnel in the projected on-duty strength would exceed the new single personnel ceiling approved for FY 1976. However, the exclusion of those categories of employees which are not full-time permanent should reduce the chargeable strength sufficiently to meet the new overall ceiling. Black professional recruitment and input has been particularly satisfactory this past year and indications are that this trend is continuing.

3. There are certain areas of personnel management reported in the APP, noted in this paragraph and paragraph four, that I ask you particularly review at this time and improve your FY 75 goals where possible. During FY 74 only about 24 of the professional employees were on rotational assignments between Career Services; the distribution of their grades varied from 44 of the officers grade GS-16 and above to

*under
bureaucratic
rotation*

PRA

1.24 of the GS-07 to 11 grade group. The FY 75 goals are also 24 overall but with a more even grade distribution. Although I am pleased the numbers involved were higher than I had expected, I feel more can be done in this area for the benefit of both the Agency and the individual officers. I believe that you can exceed your FY 75 goals by one or more officers at each grade level in each Career Service. The FY 74 data for Personal Rank Assignments show some success in the effort to reduce the long term PRAs. The DBI and the R Career Services have established their long term PRA goals at an acceptable level. I believe further reductions can be achieved in the other Career Services and ask you to make every effort to reduce PRAs below the stated FY 75 goals.

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4. I am also concerned with the stated Training plans. The chart which compares the Core Course training goals with OTR capabilities identifies a number of shortfalls. I suggest that you pursue these problems with the Office of Training. Probably some adjustments will have been made in the actual enrollments this year, but if the stated goals are valid and expected to continue at this level for subsequent years, some realignment of training priorities must be considered. While the FY 74 language training enrollments show a considerable increase over the FY 74 goals, the FY 75 goals are essentially the same as the FY 74 enrollments. Only 2.24 of the Agency's complement was enrolled in language training in FY 74 and 2.34 is programmed for FY 75. I feel more can and should be done in this area and ask that you give careful consideration to the need for language training in planning the career development of our employees.

5. I have a particular interest in the following APP reports and while I am not asking for a change in the stated goals, I do want your assurance that these areas are being monitored on a continuing basis. Please review your reports and goals in these areas and forward your comments to me by the end of March. April

✓ a. Group Communications. I am pleased by reports that this program is well underway in all the Career Services, but ask that it continue to be monitored to insure all Offices (in the DBO, all Divisions) or large divisions thereof, have at least one general meeting during the year for all personnel of all grades. This meeting should be made the occasion of a report on matters of general concern for the Office, the Career Service and the Agency. It should also include details and explanations of the various personnel management processes now in use in the Agency. . . i.e., APP, PDP, progress in

implementing the New Approaches to Personnel Management, and any systems or techniques peculiar to the immediate Office or Division concerned.

b. Professional Women Employees. I ask that the Career Services carefully review their women professional employees in grades GS-13 and above with regard to their rates of advancement, in both assignment and promotion, in comparison with those of their peer groups. Records show that while time-in-grade for promotions through GS-12 is about the same for men and women, the waiting periods are significantly longer for the promotion of women to grades GS-13 and above.

c. Professional Input. The chart of professional input percentages merits careful review. A large portion of the input to the professional complements of the DBA and the DBO is by the conversion of clerical and technical personnel to professional status. The question here is not of the qualifications of individuals for their initial professional assignments. It is rather a question of whether the total volume of this input restricts the recruitment of officers with qualifications and potential for progressive assignment and promotion to more senior supervisory and management positions. This is not a short-term concern for the specific assignment; it is a long-term concern for the sources of future senior managers. The report for only one year may not warrant a final judgment, but the situation is worth watching and will be a matter for serious consideration if the trend continues. The computer records of the conversion of clerical and technical personnel to professional status this fiscal year through 30 January 1975 reflect that in DBA, DBO and in Career Services the FY 75 APP goals for these conversions have already been exceeded.

d. Average Time-in-Grade of Professional Employees. Many of the differences between the Career Services in the time-in-grade and fast and slow promotion grades are probably due to the differences in the operations and employment circumstances among the Services. Within each Career Service, however, determinations should be made that any notable differences between the Sub-Groups are for a good reason. In these reviews I ask that you pay particular attention to the reasonable rate of progress which a new professional employee should expect, or be offered, in your Career Service or Career Sub-Group.

Handwritten: 6. When I have received your comments and by Mr. Colby reacting to these points, I would like to discuss them and these conclusions at an early Management Committee meeting.

W. E. Colby
Director

6. When I have received your comments and reactions to these points, I would like to discuss them and these conclusions at an early Management Committee meeting.

/s/ W. E. Colby

W. E. Colby
Director

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SUBJECT: FY 1975 Annual Personnel Plan

ORIGINATOR:

(Signed) F. W. M. Janney

18 MAR 1975

Director of Personnel

Date

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